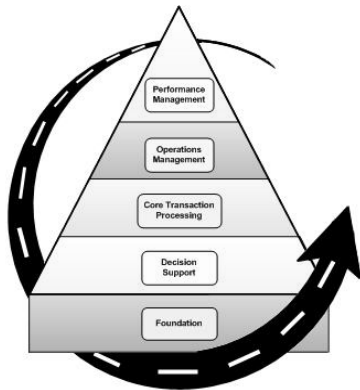# Office of Financial Management

Enterprise Data Definitions and Chart of Accounts Project

QUALITY ASSURANCE

Periodic Report
January 1 through February 29, 2008

Washington State *Roadmap*

STERLING ASSOCIATES, LLP

Quality Assurance Findings—*What is...*

♦ **Environment**

- The Office of Financial Management's Enterprise Data Definitions and Chart of Accounts (EDD/COA) project is one of several positioning activities that has been undertaken since the completion of the *Roadmap Core Financial Systems Feasibility Study* to help reduce risk and increase the usefulness of any future financial and administrative solutions that the state may pursue. The project is charged with addressing the need to establish data definitions at an enterprise level and assess the ability of the state to utilize the current chart of accounts to meet its ever evolving business needs.

- The EDD/COA project has planned the approach to work with stakeholders to address two of its specific objectives including:

  – Identify core information, accountability and management needs not being met or captured by the current chart of accounts.

  – Identify common definitions for current and proposed core enterprise data elements.

- The EDD/COA project plans to engage stakeholders in the identification and analysis process from many agencies and organizations. The project plans to build on work done regarding core business processes during the Feasibility Study. Stakeholders appear eager to participate in this process.

Quality Assurance Findings—*What is...*

- **Expectations**
  - In an effort to meet expectations, the EDD/COA project has worked with their executive sponsors and made some changes in the Project Charter during January and February. These changes reflect a clarification in responsibilities between the EDD/COA project and the *Roadmap Program.* Planned training for agencies regarding Enterprise Resource Planning (ERP) and SAP applications will not be the responsibility of the project to plan, organize, and complete. The project will continue to provide general support to the *Roadmap Program.*

  - The EDD/COA project has scheduled five focus groups, beginning in March, to address unmet enterprise information needs on the following business cycles within:
    - Procure to Pay,
    - Human Resources,
    - Asset Management,
    - Revenue Cycle, and
    - Cost Allocation/Reporting/Performance Management and Budget.

  - During the focus group sessions the project team plans to utilize business process documentation completed during the *Roadmap Core Financial Systems Feasibility Study.* The participants will also have an opportunity to add additional business needs that were not already captured. By utilizing the work already completed during the *Feasibility Study*, the focus groups should not have to revisit issues that remain unchanged.

  - The project is monitoring registration for each of the focus groups to determine if state agencies and higher education are being adequately represented in each session. The project staff plan to contact organizations that have not registered and encourage their participation. Having more organizations involved is expected to broaden knowledge of the project as well as capture specific business needs from as many organizations as possible.

Quality Assurance Findings—*What is...* *(continued)*

◆ **Approach**

- ■ The EDD/COA project has provided its Project Sponsors and Business Owners with a revision to the Project Charter, a detailed schedule, and examples of the tools that will be used to produce future deliverables. These individuals, who will be directly impacted by the results, support the approach and have committed to participating in planned meetings and events.

- ■ At the most recent Roadmap Advisory Committee, the participants were advised that the membership of the group may be expanded to other agencies in an effort to utilize the existing Committee for communications about the EDD/COA project. The participants of the Committee did not express any immediate concerns and have been asked to share any concerns that arise with the *Roadmap Program* office before the next meeting. Expanding the current membership of the Roadmap Advisory Committee will provide a broader representation of agencies that the project requires to increase the likelihood of success.

  ➢ *See Previous Recommendation #1*

Quality Assurance Findings—*What is...* (continued)

◆ **Schedule**

- ■ The project is progressing according to schedule. Work on the activities and tasks related to the upcoming milestones has the highest priority for the staff. Since there is no contingency time built into the schedule, it is very important for staff to concentrate on the most important work first and complete the tasks as planned. Should resources be diverted or not secured, the schedule or scope of the project may have to be revised.

- ■ Since the project is expected to submit the results of their analysis in October 2008, any change in schedule or scope should be closely coordinated with the *Roadmap Program*. The project has focused its efforts on obtaining dedicated resources as quickly as possible and is attempting to control the scope in order to address this issue and mitigate the risk it represents.

Resources

- ■ The EDD/COA project received 6.5 FTE's to support their activities in this biennium. The project has several staff filling the positions currently needed on the project. Some of these staff have been assigned from other organizations or agencies. Interviews for both the marketing and performance management positions have been completed.

◆ **Controls**

- ■ The project has reliable controls in place to manage and monitor the project's work. These tools are being used to guide daily assignments, track progress and issues, and manage risks. The tools are not static and are undergoing regular revision and update to reflect progress being made and changes in expectations or assumptions. These tools are an effective and reasonable way to manage a project of this size and complexity.

Quality Assurance Findings—*What is... (continued)*

♦ **Credibility and Integrity**

- As previously noted, the credibility of the EDD/COA project is directly linked to the credibility of the HRMS Project and the *Roadmap Program*. At a recent *Roadmap Program* meeting held to discuss the curriculum for upcoming education sessions on ERP solutions and SAP, the participants expressed confusion about what was expected of them and how it related to the EDD/COA project or to the activities associated with the *Roadmap Program*. The participants had difficulty following the discussion being lead by SAP staff about the possible elements that could be included in the training curriculum. Project staff spent some time during the meeting trying to explain the purpose of the meeting for the *Roadmap Program*. Despite the concerted effort of the project staff, participants of the meeting struggled to understand how they could contribute to the discussion and how it related to the EDD/COA project. While frequent interaction with stakeholders is essential for the EDD/COA project, the messages need to be crisp and clear in order to establish a unique identity and sound credibility.

- The project team has chosen to build on work completed during the *Roadmap Core Financial Systems Feasibility Study*. Because so many stakeholders mentioned the effort they had already expended on mapping core business processes, using the results of those efforts should send a positive message about building on past work and coordinating the efforts of the project with the *Roadmap Program*. Besides saving time, this should increase the project's credibility with key stakeholders.

♦ **Commitment**

- The personal commitment by the EDD/COA project sponsors remains high. Each of the sponsors has been actively engaged in project activities and meetings. Resources have been identified and assigned to the project internally and externally. Without a strong level of commitment, the project would likely encounter resistance and have difficulty making meaningful progress. Project team members openly exhibit knowledge and enthusiasm about their work on the project, making their commitment plainly visible to those they interact with.

Appendix A - Summary of Recommendations

Quality Assurance Recommendations

	Recommendations	Jan 2008	Feb 2008	Status / Comments
1.	In coordination with the Roadmap Program Office, revise the membership of the Roadmap Advisory Committee to extend membership to other organizations who could be impacted by EDD/COA.	☆	➤	In progress. A discussion with the Roadmap Advisory Committee occurred at the last meeting and comments are being solicited about the expansion of membership in the group.
	☆ Recommendation made ✓ Recommendation implemented ➤ In progress ✗ Recommendation not yet implemented			